EXECUTIVE SUMMARY

Sustainable Development, Inc. is an indigenous Afghan non-profit, non-political, private voluntary organanization. Its wholehearted aim is to contribute particularly to the development of human resources of Afghanistan. SDI's headquarters is located in Herat and has a small sub-office in Peshawar.

SDI has highly qualified specialist personnel in the fields of management, administration, accounting, vocational education programs, and English language development.

This organization has some prominent Afghan and expatriate personalities on its board of directors as a result of which it has been directed and will be directed in the right way.

SDI sent a needs assessment team to Herat to assess the situation of human resources development which is the most ignored area. This team comprising of Abdulwali Yusufzai and Mohammad Nadir Zaheer had two trips to Herat during the month of May, 1994 and held discussions with staff of NGOs, the local government and the community.

The findings of this team once again enhanced that human resources development is the most crucial aspect of the development process. Afghanistan which has been under the shadow of war for more than a decade has been left with very few professionals in the fields of administration, management, accounting, and vocational skills. This applies especially in the case of Herat. The youth of Herat have had very few opportunities to acquire these skills and it will take decades to acquire these skills which are essential for the task of development of the Afghan nation.

Another area of great concern in Herat - which may not come under the umbrella of human resoures but is not irrelevant either - is English language which is the key to every aspect of rehabilitation and modern civilization. Due to the geographical situation of Herat the people of this region have been deprived of learning English either in Herat or in Iran.

This is the time for the NGOs to come forward and play their role in the development of human resources which may be ignored for few more years by the government because of its other priorities as well as financial inability.

We would like to request the donor agencies to kindly consider providing support to address the above-mentioned needs.

A Brief Introduction of Herat

Location: Far west of Afghanistan, bordering with Iran and Turkamanistan

Size: Capital, Herat City: 45 sq km. province: 38,799 sq. km.

Distances:
114 km. from Iranian border (Islam Qala)
662 km. from Kabul
868 km. from Peshawar, Pakistan
306 km. from Mashhad, Iran
160 km. from Turghundi, Turkamanistan border

Importance:
-Herat city is one of the country's four main cities
-economic and service center of west, west central and north of the country
-main transit point of all refugees returning from Iran
-the traditional cultural and scientific center of the country and the region

Elevation: 500 to 1,000 m. above see level

Language: Predominantly Farsi (Persian)

Religion:
Majority: Hanafi Sunni
Minority: Imami Shi'a
a small Jewish population lived in Herat pre-war. Eight synagogues still exist in old city.

Topography:
-province covered with low, treeless, wind-eroded, grayish-brown mountains upto 1,000 m.
-running east and west through the mountains is the plain of Herat (300 km. long 50 km. wide)
-through the plain runs the Harirud river, turning the plain into an oasis of green.
-Herat city is located at the mid-point of the plain's length, about 10 km. north of the river, probably due to flooding in earlier times.

It seems that typical of Afghans, the people of Herat have an extremely strong and positive attitude about getting on with life, in spite of the miseries and catastrophes of 15 years of war. In Herat, the political and social atmosphere is strongly positive with signs of repatriation and reconstruction everywhere. The bazaars are open and packed with goods and people are completely busy with building their houses and shops. If all shops aren't open, they are under repair and renovation: You can hardly move down a bazaar sidewalk without stepping over or around carpenters sawing and hammering on new store fixtures. There is an infectious

level of enthusiasm in every one we met: Amir Ismail Khan (the governor), the director of education, principals of high schools, directors of indigenous NGOs, other local officials, and villagers.

It is particularly amazing to know that all of this started to happen only a couple of years ago when the communist regime collapsed and Ismail Khan took over.

Aid agencies are even newer in Herat, all have been set up only in the past 12 to 14 months. During the war, Herat had almost no outside assistance at all, mainly due to the great distance to the aid center, Peshawar, Pakistan. Lack of assistance undoubtedly increased the hardships to a great extent.

Herat people demonstrate the refreshing and re-assuring Afghan sense of "I'll do it myself". Focusing of aid on this region will be complementary to this self-help sense and will accelerate the pace of reconstruction remarkably.

Peace and Stability:

Unlike other places in the country, what Herat most has going for it is a government, peace, security and stability. Ismail Khan, who was the main mujahideen commander throughout the war, took over in April 1992. His abilities as a former army officer and successful commander showed up in the speed in which he has been able to put some kind of civil service together again. Several ministries are functioning. They seem to be going flat-out doing all they can do, even if there is practically no money and insufficient skilled administrators and managers to do it.

Ismail Khan does seem to have strong, sincere, popular support: people talk about him in revered tones and his portrait is everywhere. Probably a large contribution to this is his success in disarming the population soon after his take-over.

Assessment of Needs:

In order to carry out the needs assessment, our team contacted the local government and worked through them with their permission. we met Ismail Khan, the governor of Herat to discuss our programs with him and ask for his comments. We met provincial authorities, town officials, NGO leaders, school leaders for information required. We talked to the people and contacted private businesses regarding their need for training.

The serious needs which our team noticed can be categorized as follows:

-Management Skills (In-Service Training)

-Vocational Education

-English Language Development

I. Management Skills

In meetings with the needs assessment team, NGOs and local government officials expessed the dire need for training in administrative, managerial and office-vocational skills. The absence of a corps of competent Afghan administrators and managers was evident. In the past five years many of the native as well as international NGOs have initiated programs geared to facilitate the process of repatriation and rehabilitation. Inherent in the design of such programs is the desire and need to bring Afghans increasingly into the roles of administrators, managers, and decision makers. One of the poorest nations of the world, even before the war, over a decade of fighting has taken a devastating toll not only on Afghanistan's infrastructures, but also on its corps of leaders and managers. By some estimates, as many as 90 percent of Afghanistan's intellectuals have migrated or been killed in the war. **This applies especially in the case of Herat.**

Recommendations:

In order to address the above-mentioned needs we recommend the following training programs:

-NGO Intensive Workshops

-Semester Administration and Management Courses

-Office Machinery Courses

NGO Intensive Workshops: The intensive workshops will provide training for those who are already working for NGOs or the government but need to enhance skills to perform their jobs more effectively or to take on more responsibilities. The program will offer different workshops for improving administrative skills. These course will be tailored to address the unique needs of the NGOs and government offices. In addition to training staff members in such skills as workplan design, delegation, participatory decision making, and report writing, etc... the workshops offer Afghan professionals a chance to share their knowledge with fellow workers engaged in relief and development activities.

Semester Courses: The semester courses designed for twelfth grade graduates, will be broader than the intensive workshops and will run for three months. These courses will seek to equip students with administrative and bookkeeping skills so they may secure jobs

related to the reconstruction of Afghanistan. The program will offer semester courses on administrative writing, basic bookkeeping (accounting), administration and management, financial administration and public administration.

Office Machinery Courses: The office machinery courses should be designed to equip students and NGO staff members with skills so they may operate typewriters and computers. Courses in WordPerfect, dBase, and Lotus packages are of the utmost need. These courses will give students a marketable skill they can use to contribute to the reconstruction of their war-torn country.

II. Vocational Education

The need for providing training programs in the field of vocational education in Herat is crucial. The inability of the people to take active part in their socio-economic life due to the severe lack of manpower and dedicated skilled workers and professionals willing to work towards Afghanistan's reconstruction can be made up for by providing training in basic working skills of construction technology and other skills. Vocational education can address the urgent needs of rehabilitation and repatriation processes in the country. As a large number of skilled workers have been killed or left the country, the need for this type of education is dire. Vocational training programs will create sources of income for the poor people of Herat and will make them capable of making a living independently.

As far as the condition of women is concerned, fortunately the local government has shown sincere support and surprising awareness of the extremely poor conditions in which so many women live. In meeting with the needs assessment team, Governor Ismail Khan said that thousands of women needed assistance urgently. He was very interested to know how NGOs could help women. Health and income generation is of utmost interest to him and he offered any assistance to make such work happen. There is strong government support for female education.

Recommendations:

-A technical institute comprising of the programs listed below should be formed to train the youth:

1. Basic working skills of construction technology
2. Masonry
3. Carpentry
4. Sheet metal--can make water tanks, roofs, pipes, etc.
5. Automotive
6. Blacksmithing
7. Welding
8. Bar bending/steel work
9. Shoe making

10. Electronics--Radio/TV/VCR repair
11. Electricity--rewiring/electrical appliances repair
12. Business equipment maintenance
13. Jewelry making
14. Plumbing--to install and repair systems
15. Carpet weaving

-War handicapped should be trained so that they become qualified for employment.

-Special training programs in vocational education and income generation should be provided for women.

-On-the-Job-Training scheme should be organized.

-A school-based vocational education program at present can not address the urgent and crucial needs for technicians in Afghanistan. Therefore, a short term course of practical training of basic training skills which will be performance-oriented would be the best alternative.

-The problem of a sustainable training program for skilled and technical manpower in Herat should be taken into consideration.

III. English Language Development

The people of Herat are extremely eager to learn English. Due to its geographical situation, Herat has been deprived - much more than other regions of the country - of all those educational opportunities and international concessions which existed in the last fifteen years and exist now in Pakistan. It goes without saying that the opportunity to learn English and use it is one of these concessions. The existence of many English language programs, the presence of international aid community and the role of English in the Pakistani society are some of the things which Heratis have been deprived of. There was neither any English language program for them in Iran nor in Herat. There was not any international organization either. And English is not used in Iran as it is in Pakistan. Due to all these factors, the number of people with knowledge of English in Herat is incredibly low. As a result, people from all walks of life in Herat need to learn English which is the key to rehabilitation of our poor and war-ravaged country.

Recommendations:

Since there is not any English language training program in Herat, establishment of such a program with the support of donors is highly recommended. The miserable economic situation of the people does not call for them to pay private tuition even if a private English language program comes into existence.

NGOs Present in Herat

UN Agencies Present:

-UNOCHA
-WFP
-UNDP
-FAO
-UNHCR
-IOM
-UNICEF

International NGOs Present:

-Medicine Du Monde (MDM)
-Norwegian Refugee Council
-Danish Committee for Aid to Afghan Refugees (DACAAR)
-British Afghanistan Agencies Group (BAAG)
-German Afghanistan Foundation (GAF)
-International Committee of Red Cross
-International Federation of Red Cross and Red Crescent Societies
-Swedish Committee for Afghanistan (SCA)
-Norwegian Project Office (NPO)
-Afghan Reconstruction Consultants (ARCON)
-Iranian Red Crescent

Indigenous NGOs Present:

-Coordination of Humanitarian Assistance (CHA)
-Organization for Mine Awareness and Relief (OMAR)
-Behzad Rehabilitation-Construction Organization (BRCO)
-ARAA

All of the organizations listed above are active in the fields of irrigation, agriculture, road-repair, bridge repair/construction, demining, health, sanitation, and primary education. Inherent in the design of such activities is the need to strengthen local institutions, implementing agencies and the concerned government employees by provision of in-service training in administration, management, and bookkeeping (accounting) so that the international aid is utilized in the best manner possible, without any waste or delay.

Women Organizations Present:

-Muslim Sisters Organization of South-West Zone
-Mirmana Tullana (government women's social welfare cell)

NEEDS ASSESSMENT

IN THE FIELD OF

HUMAN RESOURCES DEVELOPMENT

IN HERAT

Conducted by

Sustainable Development, Inc. (SDI)

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HERAT